

YORE Academy

2011 Annual Report



Annual Overview and Summary for the Yore Academy 2011

2011 was a great year for the Yore Academy. We had a very flourishing year and we saw much success with education, programming and treatment. In January, the Cheyenne group took an educational trip to Washington D.C. Inspired by the reading of the book *The Boy in the Striped Pajamas*, the girls planned, saved money through fundraisers and organized the day long trip so they could visit the Holocaust Museum. The trip included a two hour tour of the museum, a visit to the Lincoln Memorial in honor of Martin Luther King Jr. Day and a stop at the Jefferson Memorial. It was a very educational trip that ended with a treacherous drive home in a surprise snow storm.

In April, the kids had a 10 day vacation from school for their Spring Break. During this time the kids participated in some challenging and rewarding activities. We held a Spirit Week that included fun activities such as dress like your favorite super hero, scavenger hunt, create an 80's music video, relay races and group spirit day. All of the groups really enjoyed themselves that week and found some joy in their days.

Education is an important part of our programming. Kids who excelled in school were rewarded for their outstanding achievements through our Reaching for the Stars program. Reaching for the Stars encourages our youth to try their best in school. On a weekly basis, any youth that has above a 3.25 GPA, excellent attendance and behavior in class will be able to participate in alternative programming. Some of our youth were able to attend a Pittsburg Pirates game at PNC Park based on their above average school performance. Kids were also rewarded with trips to the movies, roller skating, pizza parties and Fairmont State University basketball games. These extra-curricular activities were rewards for kids who made Reaching for the Stars 7 out of the 9 week school period.

We took advantage of some great training opportunities by sending staff to conferences. In April our staff attended The National Association of Social Work conference, held in Charleston, WV. The National Association of Therapeutic Wilderness Camping conference was held in Nashville, TN. Staff attended workshops and trainings while in Nashville. Two staff created and presented at the conference in Nashville, as well. The focus of the presentation was education and the benefits of an on-grounds school in residential treatment.

In July, we held the third annual Teacher Counselor of the Year banquet to honor the Teacher Counselor that demonstrated excellence throughout the year in the field. The honor was given to Apache Teacher Counselor Aaron Light. Our keynote speaker was Clark Luster, an expert in Re-Education. We were very excited to have him as our guest speaker. He gave great words of wisdom at our annual banquet, joined us for dinner and also spent an extra day with us on our campus. During Clark's visit, we were able to

schedule some time for fireside chats, a time for staff to share stories, hear some of Clark's stories and ask questions.

The Yore Academy was accredited by the Council on Accreditation (COA) in 2011. Representatives from COA visited our office and did interviews with members of management, leadership staff, direct care staff and our youth. The interview process was expected to last for three days. COA finished in two and we completed the exit interview on the afternoon of the second day. They were very impressed with our program and the way that we delivered services. They noted our staff's knowledge and adherence to policies, procedures and regulations and also how much they seemed to care about the kids. They were also pleased with how happy and safe our kids felt. The big compliment was their statement that we "do a good job of playing with kids." We received an expedited accreditation in December. The Yore Academy also had a licensing audit in 2011. We excelled in all areas of the audit and received a new license.

The 2011 Yore Academy Annual Report will go into greater detail in the following areas:

General Program Effectiveness in Relation to Stated Goals/Community Needs/General Staff Effectiveness

- **Outcomes**
- **Average Length of Stay**
- **Average Daily census**
- **Total Number of Residents Served**
- **Occupancy Rate**
- **GPA**
- **Presenting Diagnosis and Success Rate**
- **Permanency of Life Situation**
- **Referrals**
- **Satisfaction Surveys**
- **ASO**
- **Staff Turnover and the Plan to Curb Staff Turnover/Staffing Plan**
- **General Staffing Patterns**
- **Revenue and Expenditures**

General Program Effectiveness in Relation to Stated Goals/Community Needs/General Staff Effectiveness

Yore Academy remained at full capacity in 2011 with 24 youth. The Yore Academy census for 2011 was 99.98%. The average age for male and female students was 16.45 years in 2011. The average length of stay in 2011 was 9 months for females and 8.5 months for males. Both numbers are slightly lower than 2010.

In 2011, the Yore Academy received a total of 176 referrals. Region I continues to be the highest referring region with 55 referrals coming from that region. Region IV is still the lowest with 22 referrals from that region.

The following report will detail the Yore Academy's effectiveness through quantitative and qualitative data to meet the needs of at-risk youth and their families in West Virginia.

2011 Data:

Total Number of Youth Served: 62

Breakdown of Gender Served:

Female: 20

Male: 42

Total Days of Care Provided: 8758

Average Daily Census: 24

Occupancy Rate: 99.98%

Average Age of Resident for Female (Years): 16.45

Average Age of Resident for Male (Years): 16.45

Average length of Stay (Months):

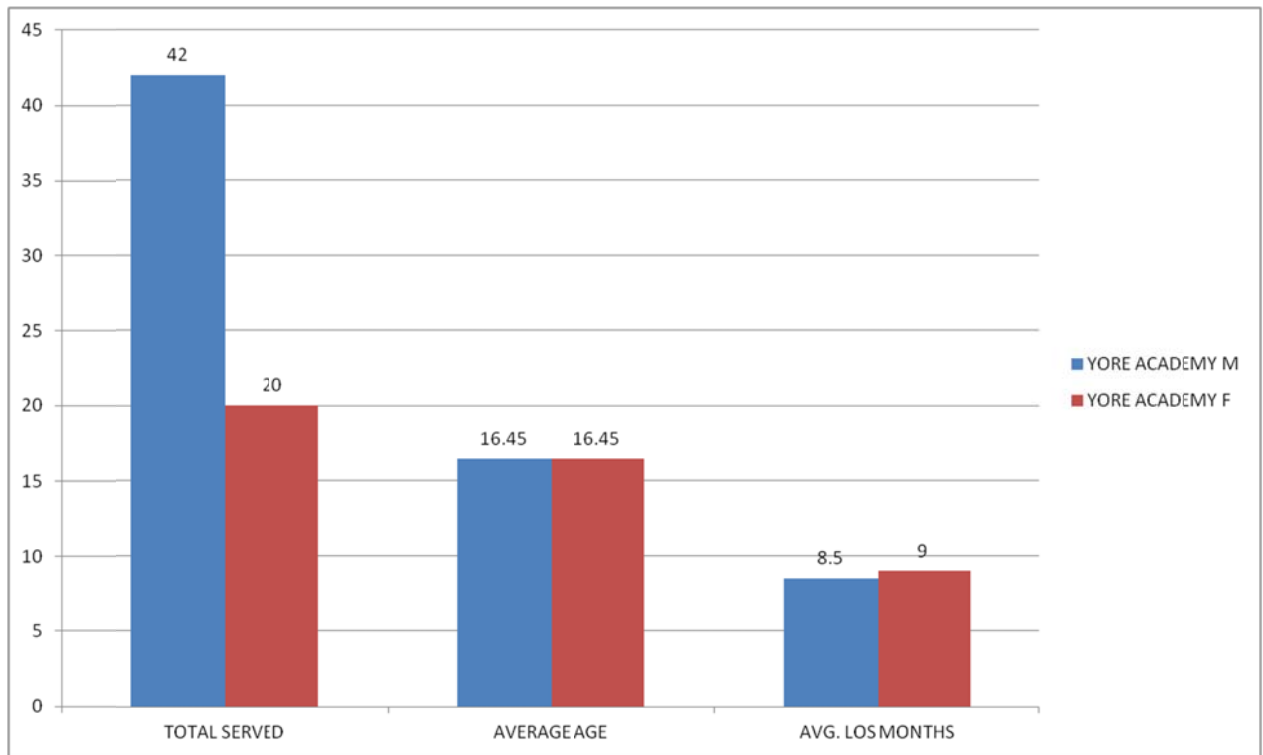
Female: 9

Male: 8.5

The following chart illustrates the census data:

2011		TOTAL SERVED	AVERAGE AGE	AVG. LOS MONTHS	PLANNED DISCHARGES	UNPLANNED DISCHARGES	DISCHARGED TO HOME SETTING	DISCHARGED TO LESS RESTRICTIVE	DISCHARGED TO MORE RESTRICTIVE	DISCHARGED AT LEVEL 5 OR HIGHER
YORE ACADEMY	M	42	16.45	8.5	25	3	25	0	3	75%
YORE ACADEMY	F	20	16.45	9	8	2	9	0	1	70%
TOTAL YOUTH		62			33	5	34	0	4	

Census Data:



Academics:

The following is data from our on-grounds school. Success is measured by the overall average of Grade Point Averages earned by youth in our care. The benefits of having an on-grounds school that is operated by OIEP are shown in the overall increase of GPA points from a youth's entrance to discharge.

GPA

2011 Results for GPA from youth at our On-Grounds School

Average Credits Offered Prior to Enrollment at Yore Academy: 13.3

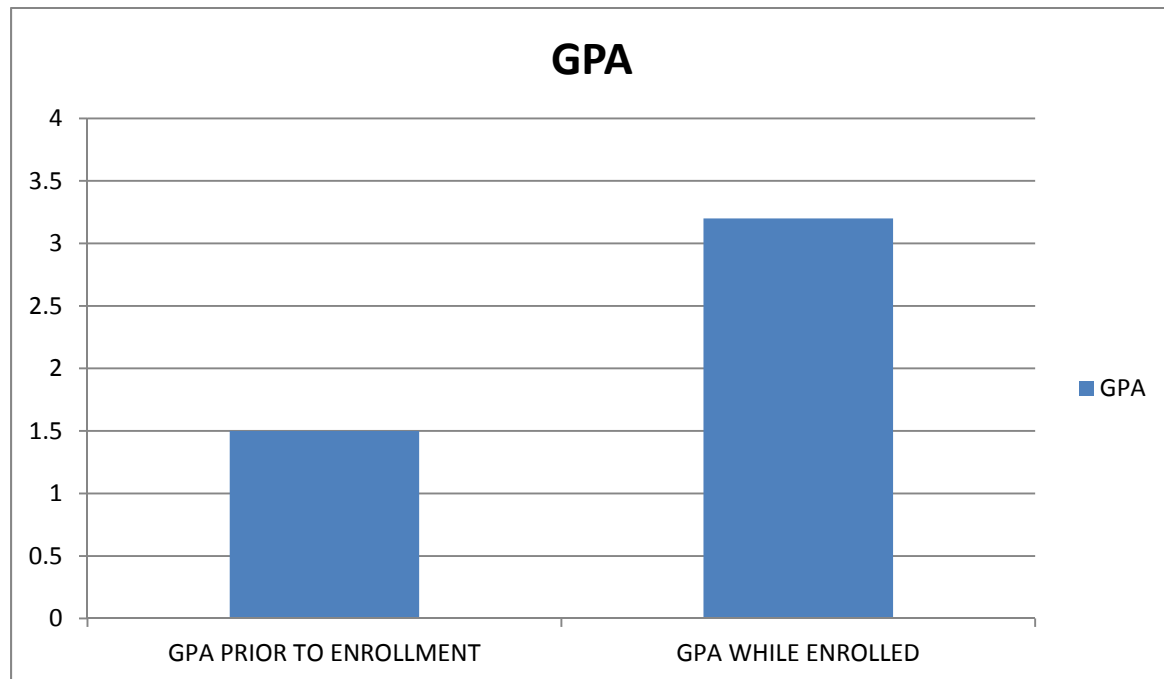
Average Percentage of Credits Earned Prior to Enrollment at Yore Academy: 64%

Average Credits Offered While Enrolled at Yore Academy: 6.7

Average Percentage of Credits Earned While at Yore Academy: 99.8%

Average GPA Prior to Enrollment at Yore Academy: 1.5

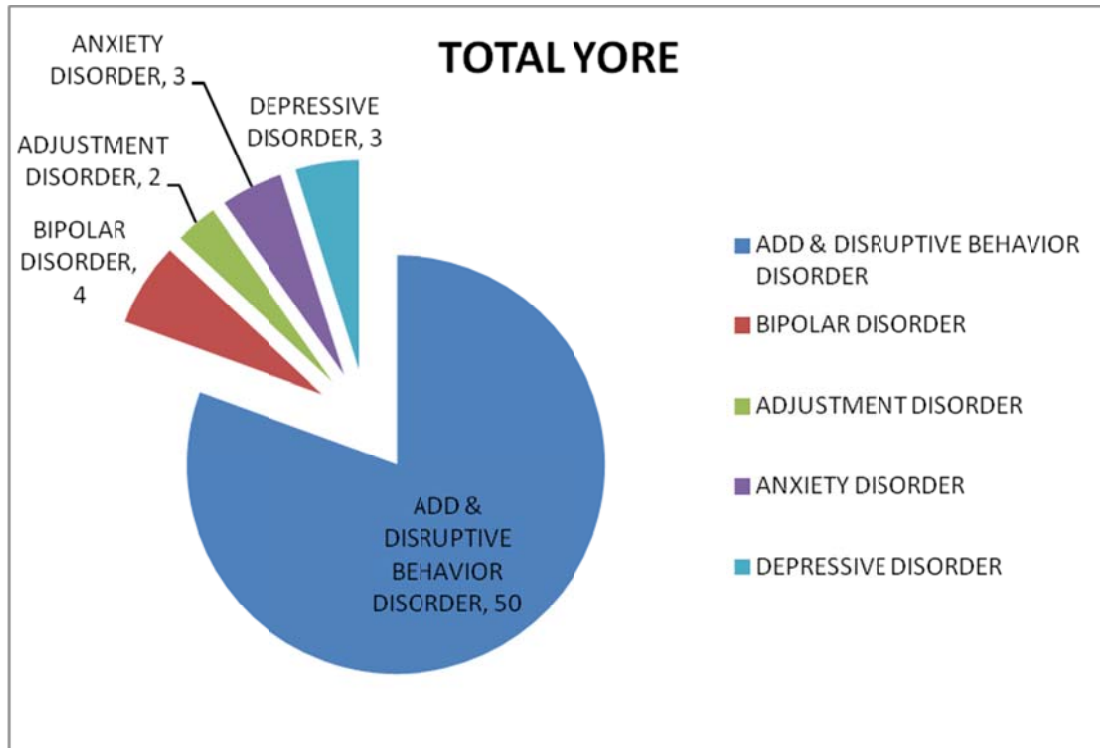
Average GPA While Enrolled at Yore Academy: 3.2



Presenting Diagnosis and Success Rate

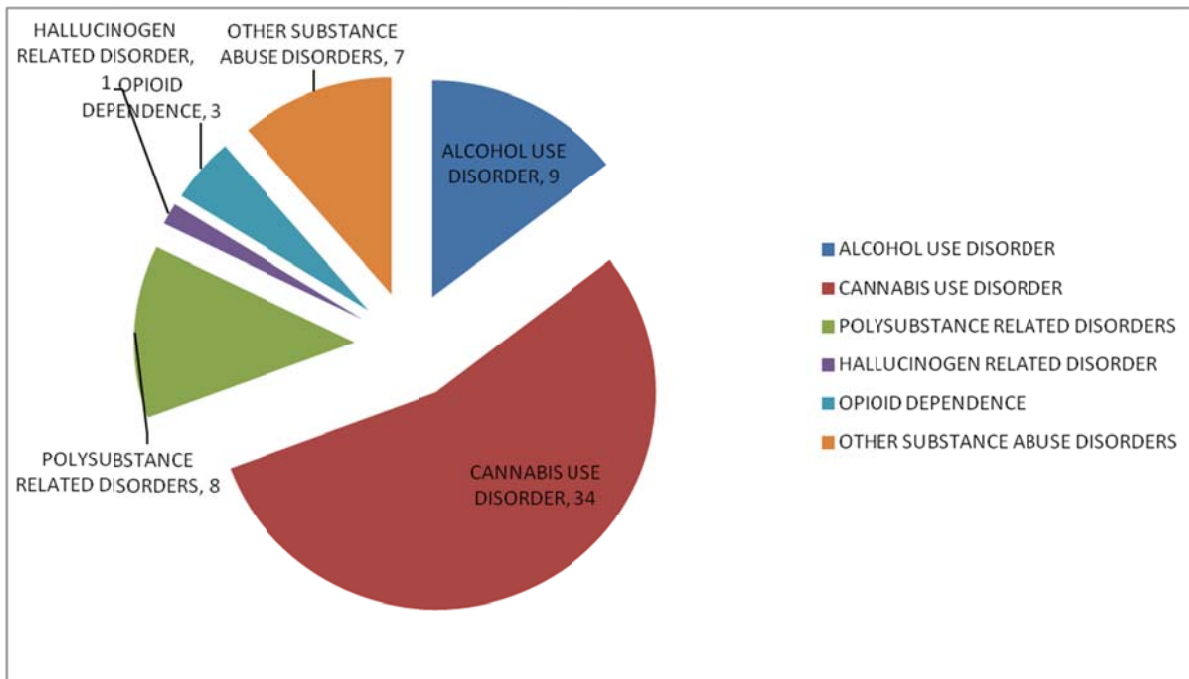
The following chart shows the varying disorders that the Yore Academy serves. It also shows the success rate we have seen with treatment of these disorders. We saw a 100% success rate with treatment of these disorders. Successful treatment of presenting diagnosis means that there was a decrease in symptoms and youth were released to a less restrictive environment upon discharge.

		TOTAL SERVED	ADD & DISRUPTIVE BEHAVIOR DISORDER	BIPOLAR DISORDER	ADJUSTMENT DISORDER	ANXIETY DISORDER	DEPRESSIVE DISORDER
YORE ACADEMY	M	42	34	2	1	2	3
	F	20	16	2	1	1	0
TOTAL YORE		62	50	4	2	3	3
Presenting Diagnosis	M	42	81%	5%	2%	5%	7%
	F	20	80%	10%	5%	5%	0%
Success Rate	M	42	100%	100%	100%	100%	100%
	F	20	100%	100%	100%	100%	100%



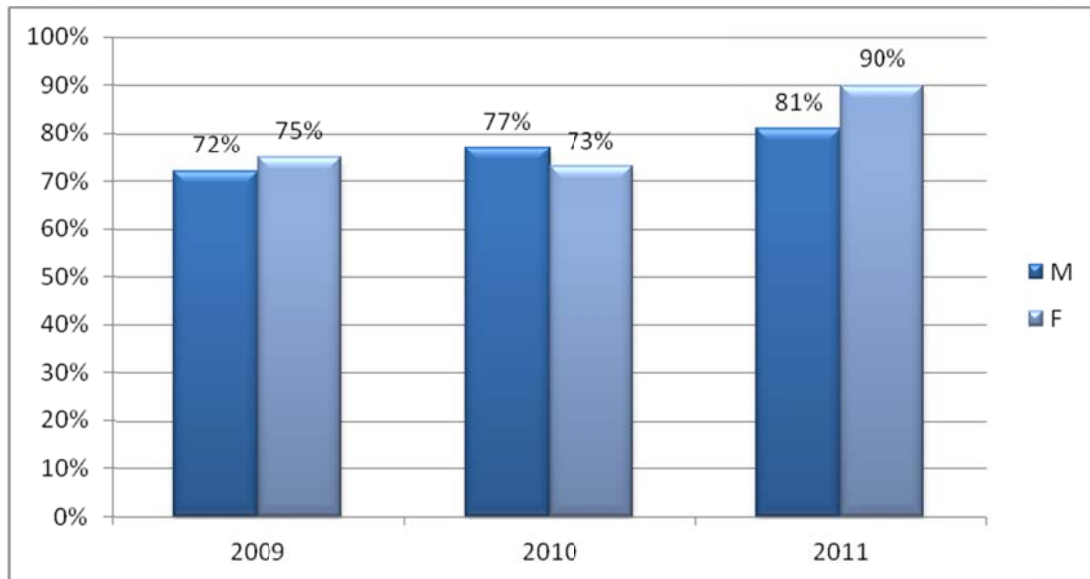
This chart and graph shows a breakdown of diagnoses the Yore Academy sees for substance abuse treatment. The highest number for both males and females still remains to be Cannabis Use disorder.

		TOTAL SERVED	ALCOHOL USE DISORDER	CANNABIS USE DISORDER	POLYSUBSTANCE RELATED DISORDERS	HALLUCINOGEN RELATED DISORDER	OPIOID DEPENDENCE	OTHER SUBSTANCE ABUSE DISORDERS
YORE ACADEMY	M	42	7	24	5	1	1	4
	F	20	2	10	3	0	2	3
TOTAL YORE		62	9	34	8	1	3	7



The next graph shows the breakdown for youth on probation. In 2011 81% of our males were on probation, while 90% of our females were on probation. Both numbers have increased since 2011.

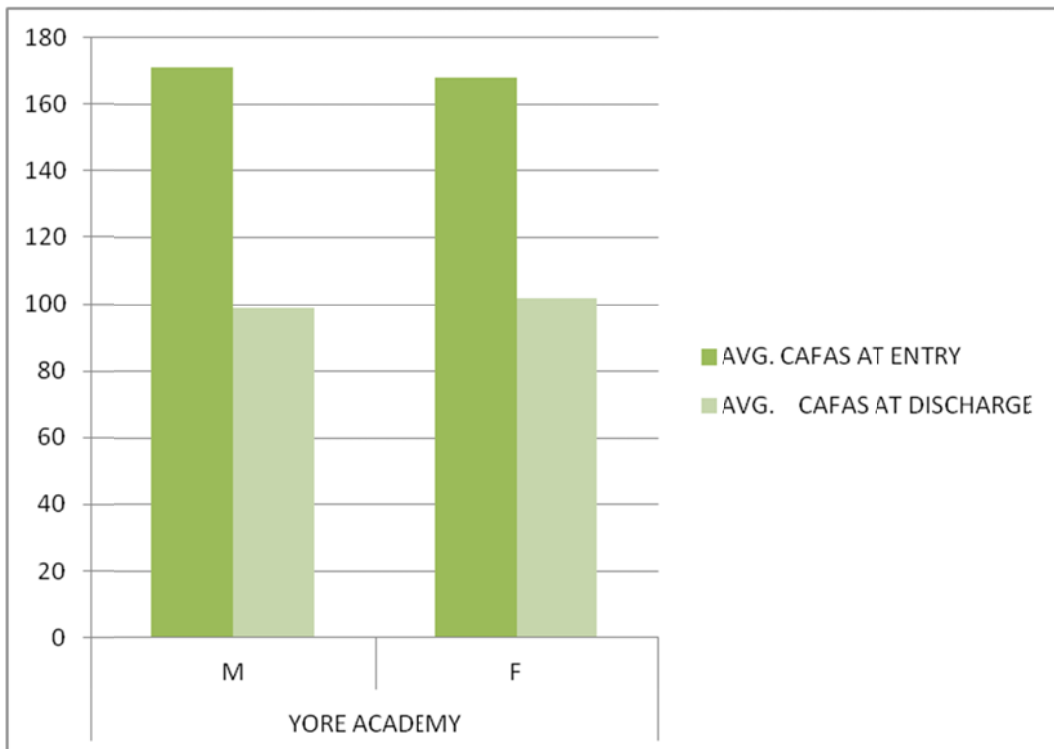
YORE ACADEMY		2009	2010	2011
PROBATION	M	72%	77%	81%
	F	75%	73%	90%



CAFAS

The next graph shows CAFAS score. It is broken down by male and female and shows the average score at intake for each gender and the average score at discharge.

2011		TOTAL SERVED	AVG. CAFAS AT ENTRY	AVG. CAFAS AT DISCHARGE
YORE ACADEMY	M	42	171	99
	F	20	168	102

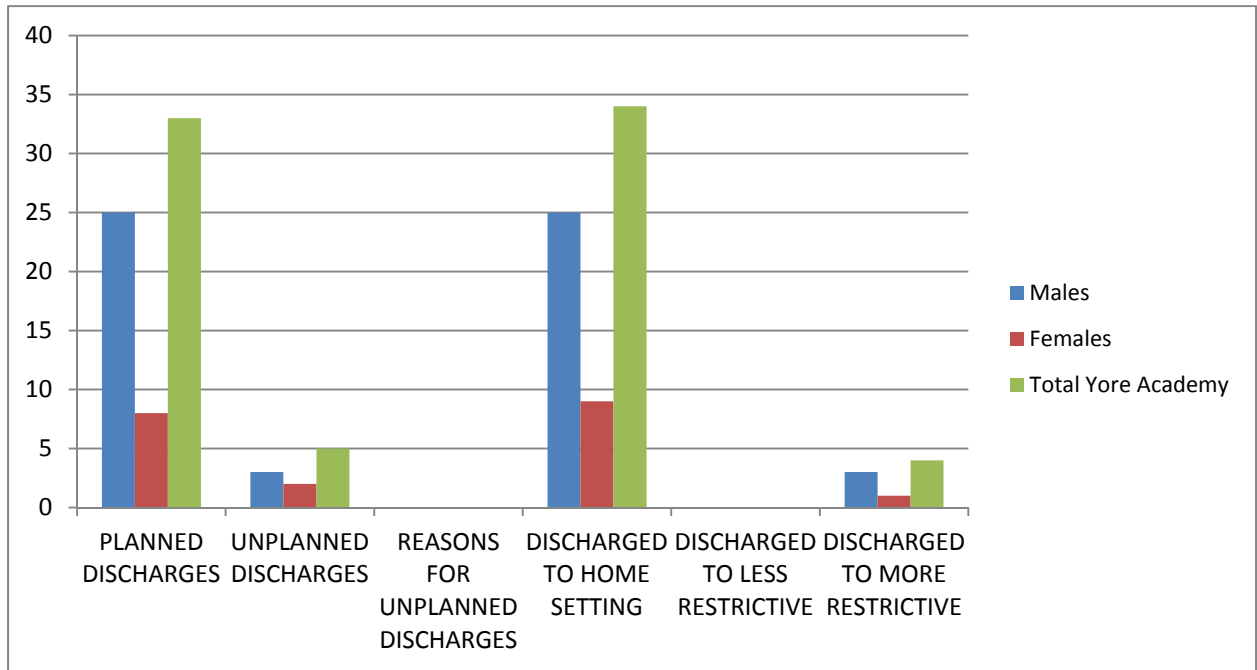


Permanency of Life

The WVCCA guideline for “Permanency of Life Situation” stipulates that 70% of kids that are receiving services for 90 days or longer will be discharged to a home setting. A home setting is defined as a foster home, birth family, adoptive, kinship care, lesser restrictive or independence. Our success rate is represented in the following graph:

Of the 38 discharges that the Yore Academy had in 2011, 34 went to a home setting when they left. 33 of those 38 discharges were planned discharges.

2011		TOTAL SERVED	PLANNED DISCHARGES	UNPLANNED DISCHARGES	REASONS FOR UNPLANNED DISCHARGES	DISCHARGED TO HOME SETTING	DISCHARGED TO LESS RESTRICTIVE	DISCHARGED TO MORE RESTRICTIVE	DISCHARGED AT LEVEL 5 OR HIGHER
YORE ACADEMY	M	42	25	3	AWOP	25	0	3	75%
	F	20	8	2	AWOP	9	0	1	70%
TOTAL YOUTH		62	33	5		34	0	4	



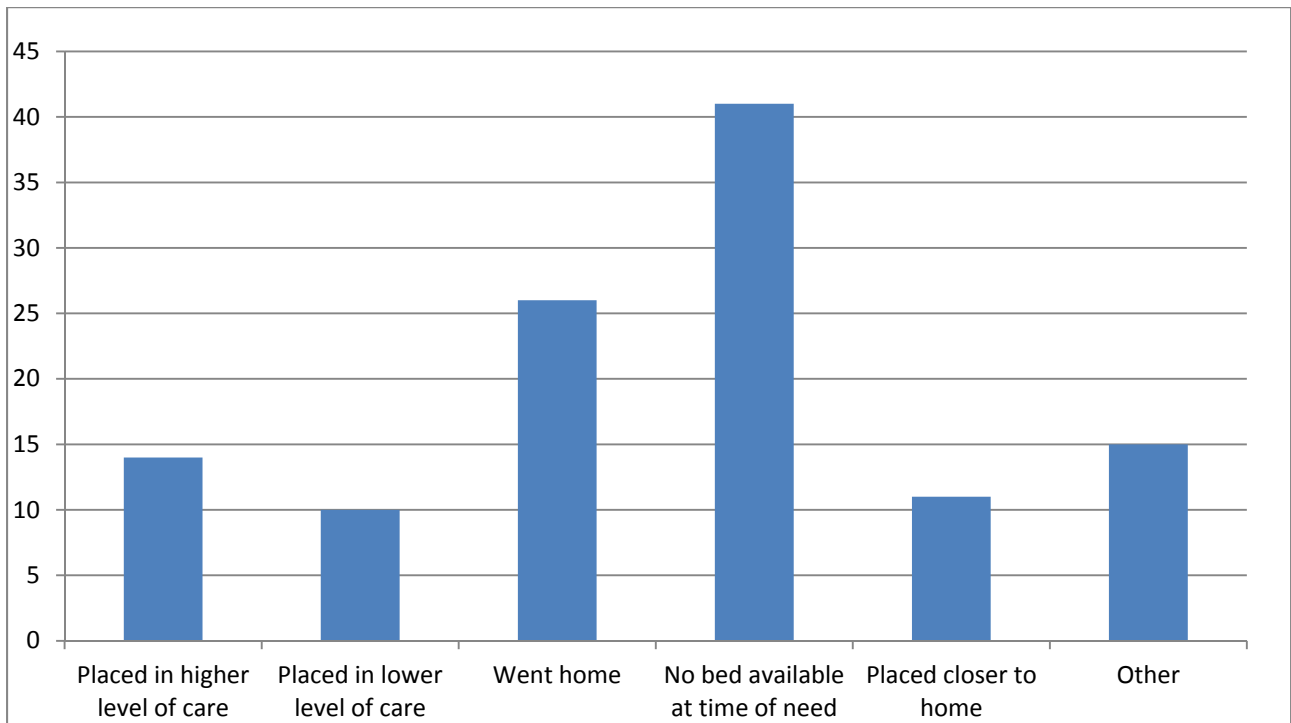
Yore Academy Referrals

We also measure effectiveness by the number of referrals that we receive. As shown in the graphs that follow, we had a total of 176 referrals received in 2011. Of these referrals, 55% came from Region I, while 46% came from Region II. Region III had 53% of the referrals and Region IV had 22%. The graphs following detail the information for referrals to the Yore Academy showing those served, those not served and regions served and not served.

YORE Academy

Referrals Not Served

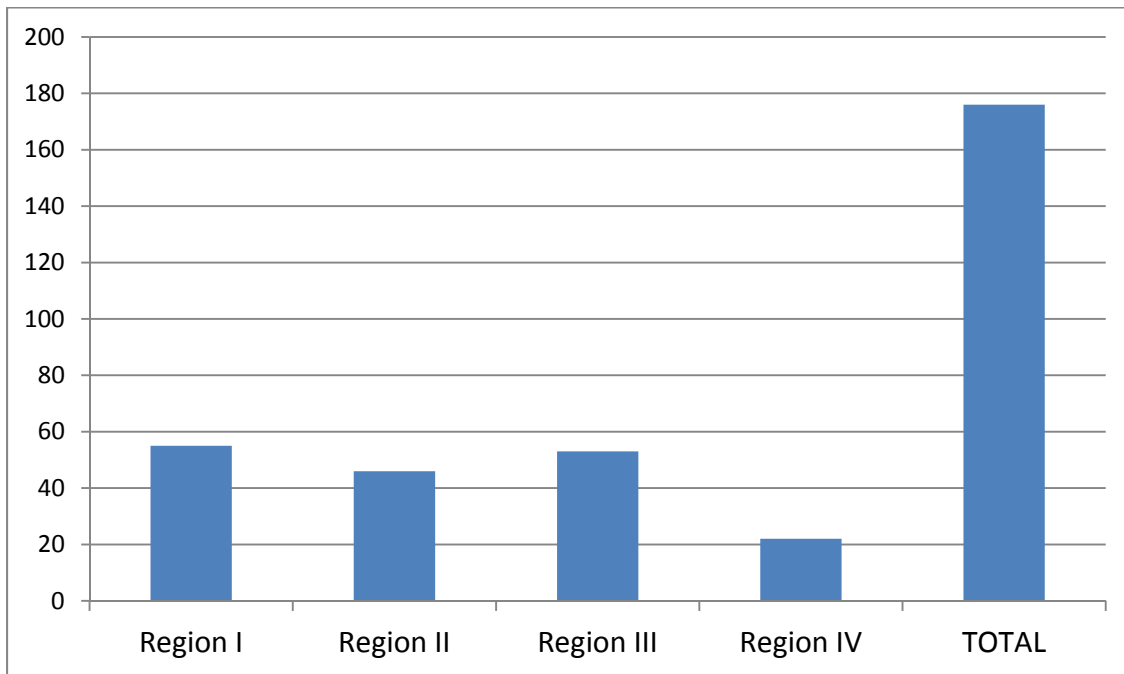
	Not served
TOTAL	117
Male	67
Female	50
Placed in higher level of care	14
Placed in lower level of care	10
Went home	26
No bed availability at time of need	41
Placed closer to home	11
Other	15



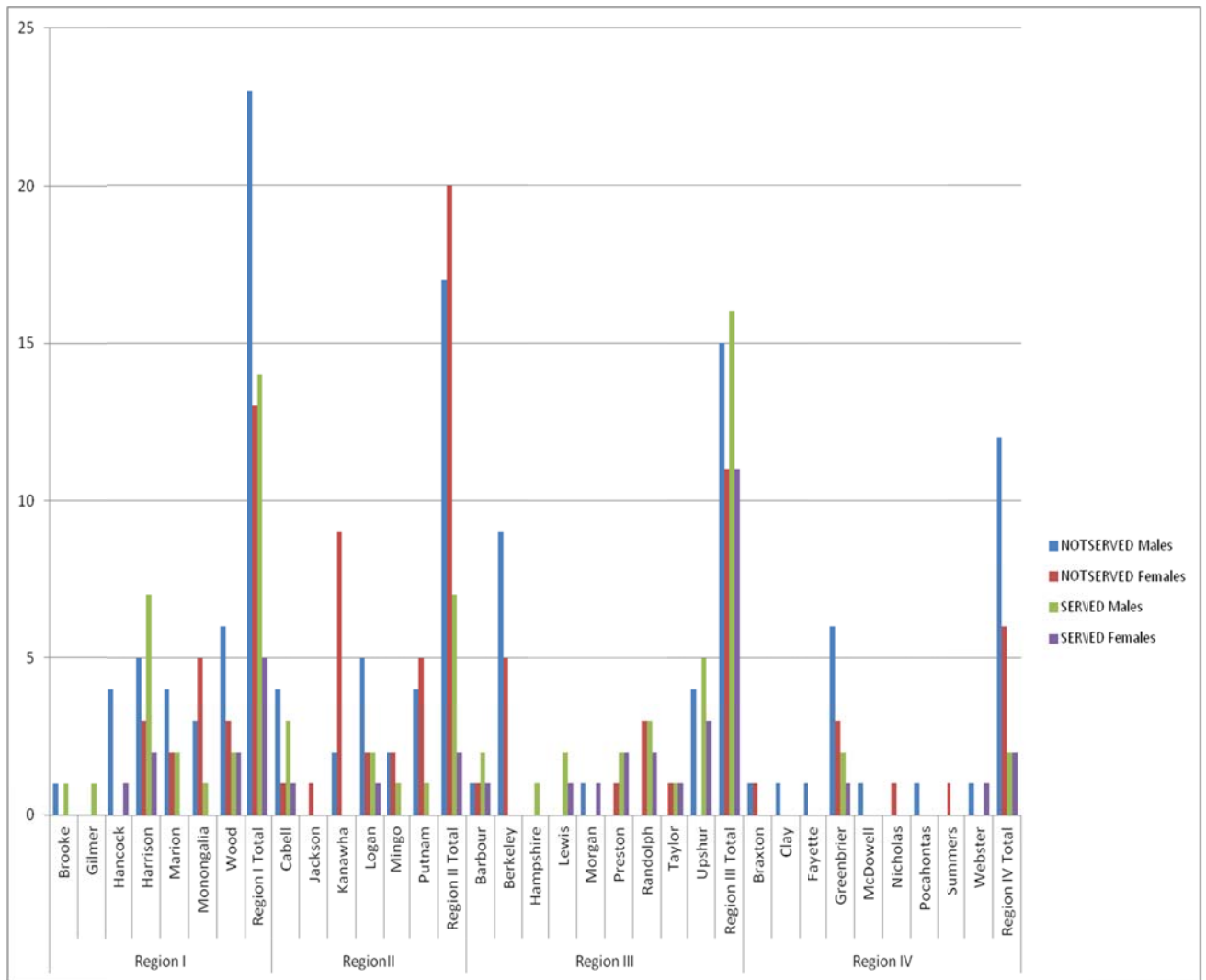
YORE Academy

Referrals Totals by Region

Region I	55
Region II	46
Region III	53
Region IV	22
TOTAL	176



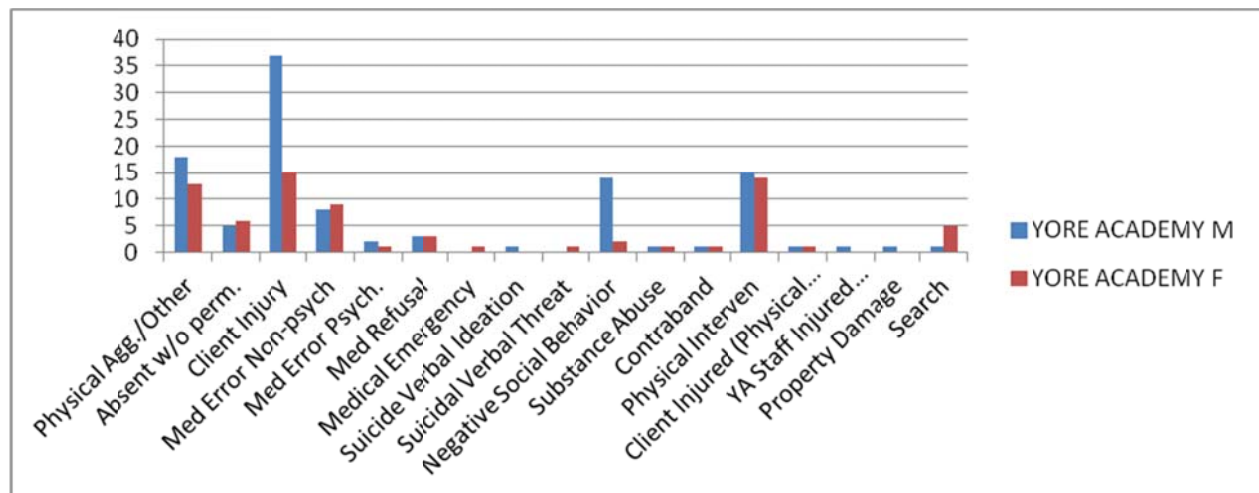
Of the 117 referrals not served, 14 required a higher level of treatment, 10 were placed in a lower level of treatment, 26 went home, 41 not placed due to no bed available at the time of need, 11 were placed closer to home and 15 for various reasons, with the most significant reason being the length of the waiting list.



Critical Incident Review Team (CIRT)

INCIDENT REPORTS		Physical Agg./Other	Absent w/o perm.	Client Injury	Med Error Non-psych	Med Error Psych.	Med Refusal	Medical Emergency	Suicide Verbal Ideation	Suicidal Verbal Threat	Negative Social Behavior	Substance Abuse	Contraband	Physical Interven	Client Injured (Physical Intervention)	YA Staff Injured (Physical Intervention)	Property Damage	Search	TOTAL IRS 2011
YOURE ACADEMY	M	18	5	37	8	2	3	0	1	0	14	1	1	15	1	1	1	1	117
	F	13	6	15	9	1	3	1	0	1	2	1	1	14	1	0	0	5	82
TOTAL		31	11	52	17	3	6	1	1	1	16	2	2	29	2	1	1	6	199

A total of 199 incidents were reported in 2011 for the Yore Academy. We saw the most incidents occurring as a result of injuries, specifically while participating in sport activities such as basketball, football, softball and volleyball. The numbers of incidents were higher for the males than they were for the females. In order to prevent injuries we encourage stretching and warming up before all physical activity. We saw an increase in physical interventions this year at the Yore Academy for both boys and girls. However, the increase in interventions was client specific.



Safety Committee 2011

Yore Academy Safety Committee Year End Report 2011

Monthly Walk Through Report:

Monthly walk through reports for 2011 again addressed minor maintenance issues and cottage cleanliness. Plans of action focused on specific groups and areas that needed attention. It was noted that staff should address areas as needed rather than wait for a plan of action.

Fire Drill Report:

Monthly review of fire drill record indicates that fire drills occurred in appropriate time frames and were completed successfully.

Emergency Evacuation Report:

The Emergency Evacuation Drill was conducted in 2011. Information regarding drill can be found in the summary.

CIRT Report:

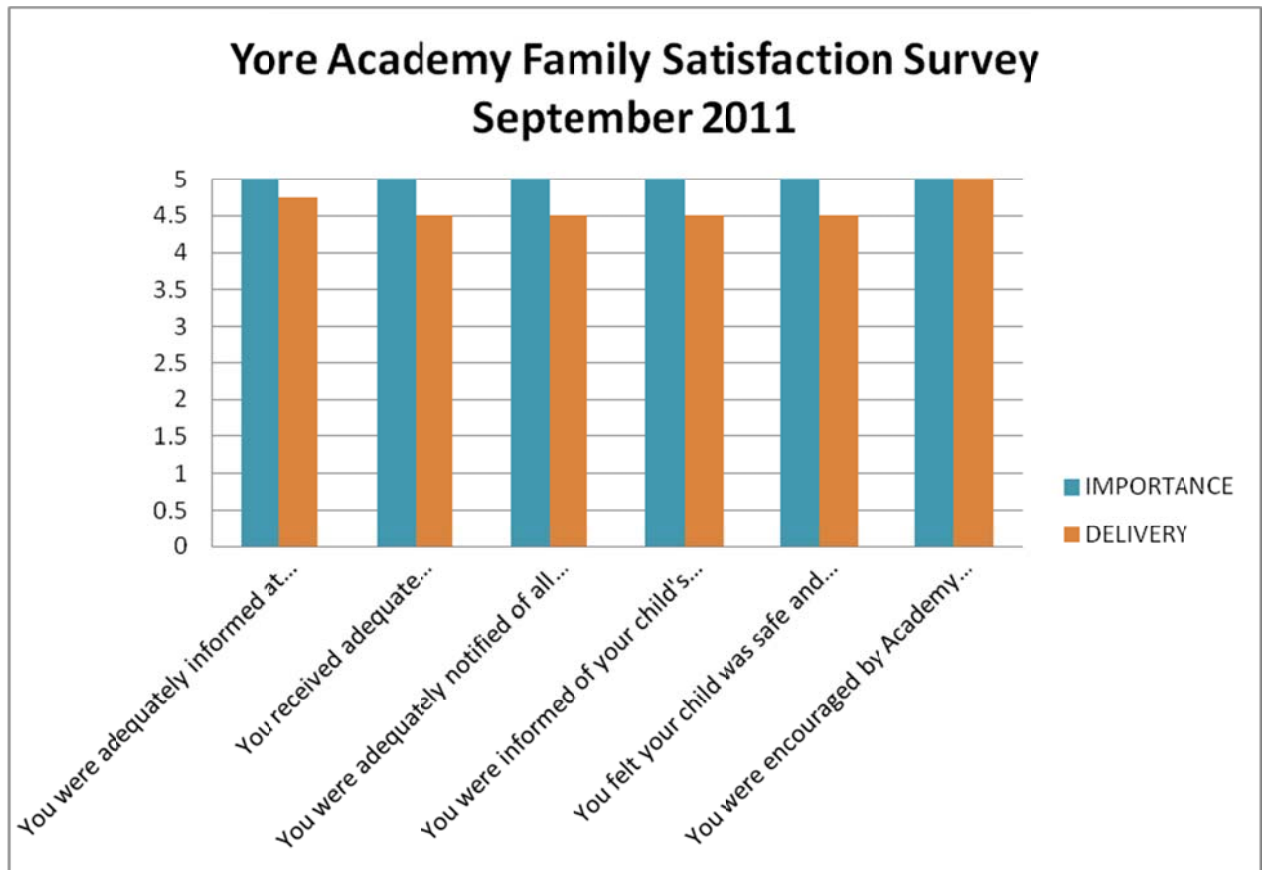
An increase in client injuries was noted, but they are minor sports-related injuries. No major injuries reported. Campus wide medication training was implemented. Notifications of 3pm medications continued to be addressed more thoroughly as that time-frame was typically the most missed medication. Medication refusals were investigated and found to be behaviorally related. The increase in physical interventions and physical aggression were found to be client specific.

Additional information and documentation is available via Monthly Safety Reports, Incident database and the CIRT reports.

Satisfaction Surveys 2011:

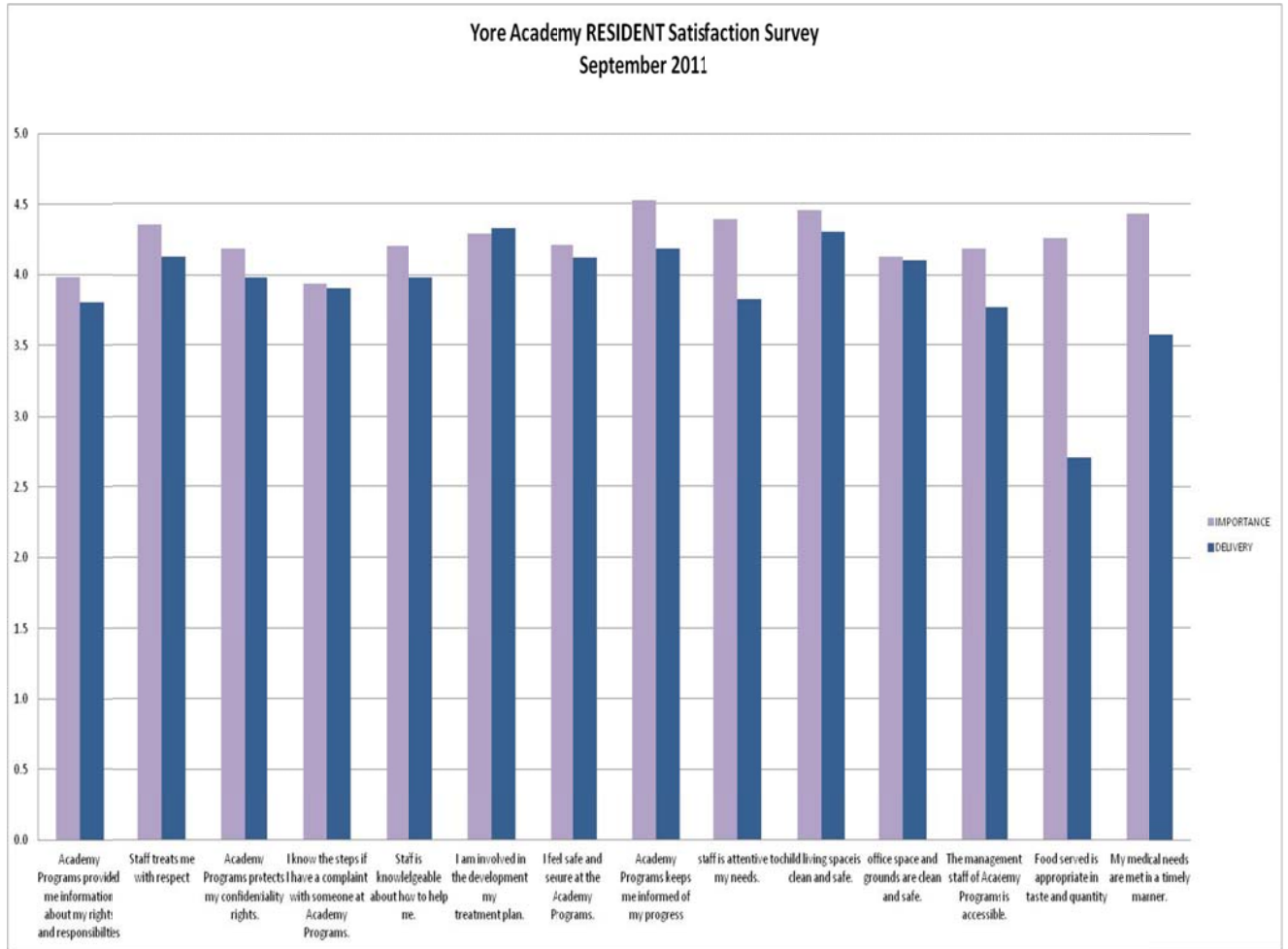
Family Satisfaction Survey Results

Satisfaction surveys were sent out to family's of youth that we served. Family members were asked to rate the importance of each topic and then rate our delivery of each topic. On this scale, 0 was the worst possible and 5 was the best possible score we could be rated for each. The graph below details the topics that we were rated on and how we were rated by the families.



Resident Satisfaction Surveys:

Satisfaction surveys were distributed to youth in the program. The youth were asked to give a rating of importance to 14 different items. They were then asked to rate our delivery of each item. The following bar graph shows the results of this survey. Importance is represented by the purple line and delivery is represented by the blue line.



Analysis of Treatment Planning for Yore Academy

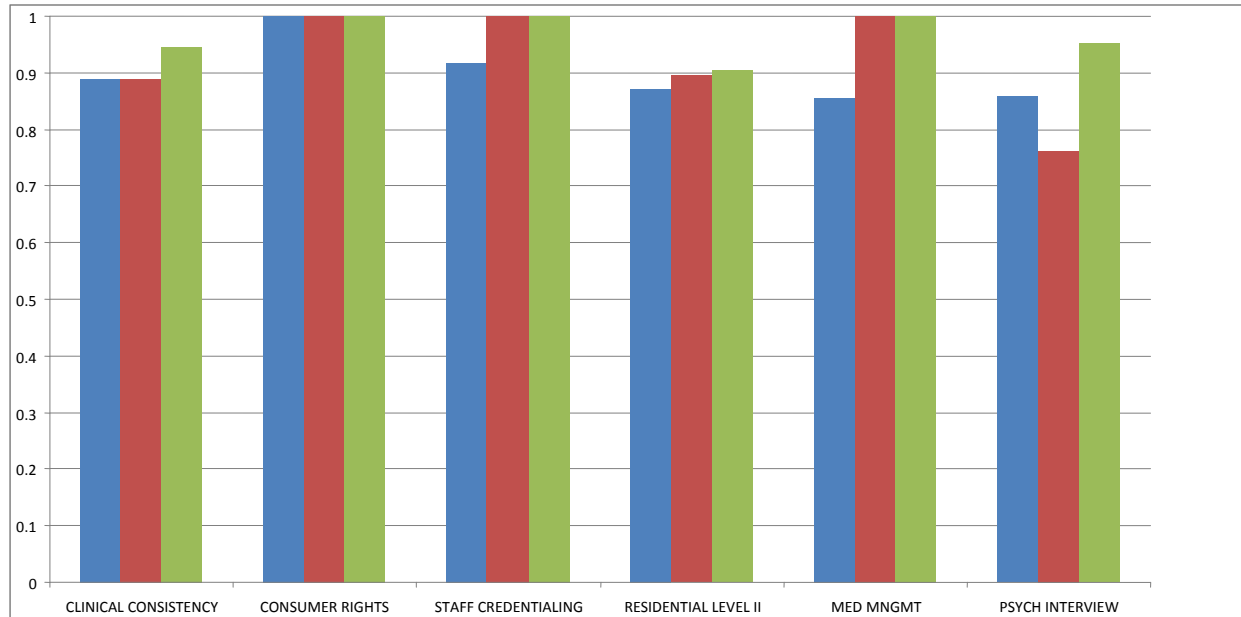
The Yore Academy strives to provide each individual youth with the best and most appropriate care while still trying to meet their individual needs. To ensure that this does occur we monitor the overall effectiveness and appropriateness of each youth’s individual treatment goals. The treatment team meets monthly for planning meetings and daily progress notes are used and evaluated to determine effectiveness.

In 2011, the Yore Academy participated in the APS audit. The audit occurs every nine months. APS looks at different criteria when they audit our program. We showed improvement in three areas from 2010, which were clinical consistency, residential level 2, and psych. interview. Clinical consistency looks at the consistency between treatment plans, case notes and therapy plans. Residential level 2 encompasses the cases notes done on a daily basis.

ASO

The following graph shows the comparison of ASO audits from 2009, 2010 and 2011.

		CLINICAL CONSISTENCY	CONSUMER RIGHTS	STAFF CREDENTIALING	RESIDENTIAL LEVEL II	MED MNGMT	PSYCH INTERVIEW
YORE ACADEMY	11/09	88.89%	100.00%	91.67%	87.04%	85.56%	85.90%
	9/10	88.89%	100.00%	100.00%	89.58%	100.00%	76.28%
	8/11	94.44%	100.00%	100.00%	90.42%	100.00%	95.19%
Improvement this review		5.55%	0.00%	0.00%	0.84%	0.00%	18.91%



Level System

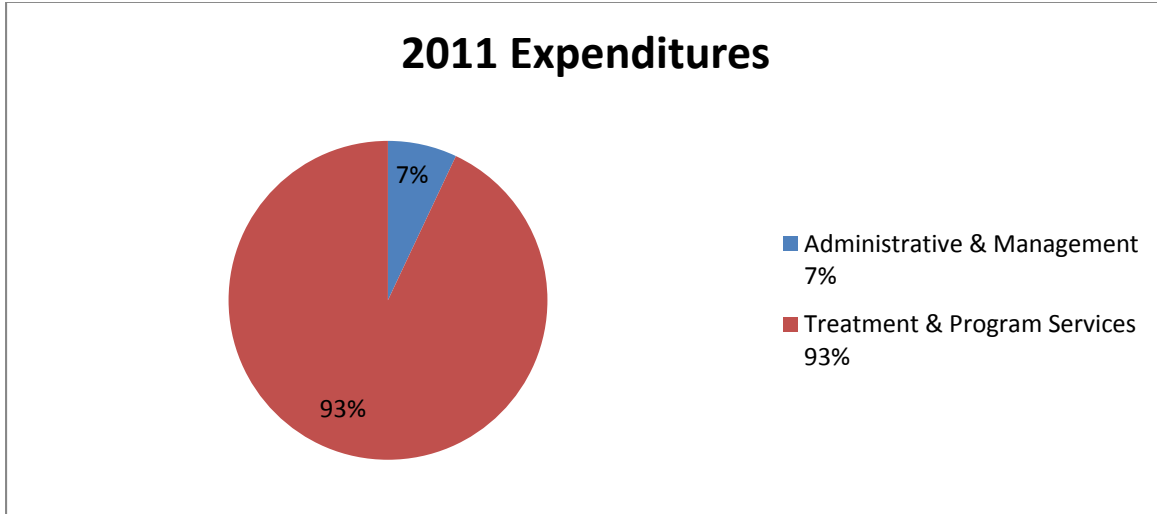
The creation of the level system was a major milestone in our company's progress. It created a comprehensible, objective, measurable basis in which we are able to effectively track youth's progress in the program. Created in 2009, our level system has helped us to identify specific benchmarks that aid in tracking a youth's progress while in the program. It also helps to identify outcomes in treatment planning. In tracking progress we saw that 70% of our female residents and 75% of male residents discharged the program at level five or higher. The level that seemed the most difficult for our female population was level three, which was repeated 37% of females. The males repeated level four the most often with 47% of them repeating that level.

General Staffing Pattern

The Yore Academy employed 29 staff in 2011. In that year, nine employees of the Yore Academy separated employment. Of those nine employees that separated employment, eight employees resigned their position. One staff was terminated. Our turnover rate for direct care staff was 31%. With the addition of our adjunct staff our turnover rate becomes 41% for 2011. Adjunct staff includes members of case management. These are our clinical staff, which are responsible for the development of youth's treatment plan and documentation of their progress while youth are in our care. Case managers also serve as the link for youth to their families, treatment team, judges and the community.

Revenues and Expenditures

<u>2011 Expenditures</u>	<u>% of Expense</u>
Administrative & Management	7%
Treatment & Program Services	93%



<u>Sources of Revenue</u>	<u>% of Revenue</u>	<u>Dollar Amount</u>
WVDHHR	63%	\$1,296,000.00
WV Medicaid	37%	\$768,000.00
Total		\$2,064,000.00

